

Priorities of Government—Tollgate 1 Guidance Team Feedback to Results Teams

Improve Student Achievement in Elementary, Middle and High Schools

- Provide more information or examples for the strategies noted in the causal map. As you continue to explore improvement opportunities, help us understand how they relate to these strategies.
- The indicators seem to show that progress is leveling off in some areas. As you develop purchase strategies, let us know how they address this issue.
- It sounds like the coordinated effort strategy noted on your map is more about coordinating the availability of research and resources than some kind of centralized control over schools. Continue to define what you mean by a coordinated effort strategy and think about what it might mean for market-based, local-control type strategies such as charter schools.

Improve the Quality and Productivity of the Workforce

- We would like to see these indicators broken down into different demographic groups (gender, race, geographic area, etc.). We may find that different strategies are required for different populations.
- Please don't overlook the importance of childcare to successful employment.
- Consider looking at the turnaround rate for returning workers to work.
- You note that, in general, the indicators in this area are susceptible to being significantly affected by national economic factors. We encourage you to continue to look for indicators that would help us understand the state's contribution to the result.
- It would be interesting to learn more about the size and types of businesses that are contributing most to job growth.

Improving the Value of a Post-Secondary Education

- You spoke about the important role of Basic Education and English-as-a-Second-Language classes. As you proceed, help us better understand where this fits on the causal map and in your purchase strategies.
- Is there a way to measure the value we are getting from our investment in research activities at our universities?
- We would like to see the data on the percentage of underrepresented students and graduates in programs and majors. What are today's enrollment and completion gaps?
- Help us better understand the value equation for this result area. The indicators seem to focus on the outputs of the system. The result says we're after increased value--are increased numbers the same thing?

- Please clarify what these indicators measure and how they represent progress towards the result.
 - Ratio of GF-S spending to degrees and certificates conferred
 - Percentage of adults completing degrees and certificates
- If the indicators only measure results in public schools, consider also including data for private schools as the state also provides financial aid to these institutions.
- As you continue to identify improvement opportunities, please consider and include recommendations of the national collaborative effort.

Improve the Health of Washington Citizens

- As you develop purchase strategies, please be sure to consider emerging public health and animal health issues.
- Do we know how we compare to other states in the results of our tobacco cessation programs? Can we identify how much of the reduction in smoking is attributable to our state's interventions?
- The emphasis on prevention is implied in the team's indicators and causal map, but it might be helpful to the lay reader to make this more explicit. As you look at prevention strategies, please think about mental health and substance abuse prevention.
- Do we have data on whether people are losing access to affordable maternity care, immunizations and other prevention-type services in certain parts of the state?

Improve the Security of Washington's Vulnerable Children and Adults

- It would be helpful to have more information about the consequences of pursuing (or not pursuing) new proposals such as the mental health insurance parity concept you discussed. On the one hand, an additional mental health mandate would likely have an impact on the cost of health care coverage, and could provide more incentive for businesses to drop coverage for their employees. On the other hand, as a state we now pay a heavy price for not fully addressing mental health needs at the prevention and early intervention stages.
- As you consider strategies to partner with local government, be mindful that recent funding cuts may significantly affect the role local government can play. We encourage you to explore a more radical makeover of services and service delivery in this result area. Help us understand the issues systemically from the entire state view, not only the state-government view. We also encourage you to explore more about how the non-profit sector could come into play in the strategies.
- As you develop investment strategies, it would be helpful to identify whether they are aimed at intervention, prevention, etc.
- Do we have data on what kinds of folks are receiving these services, in particular mental health services?
- We are especially interested in strategies that target the self-sufficiency indicator.
- Please consider whether we are organized correctly to deliver these services.

Improve the Economic Vitality of Businesses and Individuals

- In looking at strategies that promote healthy communities, consider the importance of access to government services as well as infrastructure development.
- As you continue to identify strategies, please consider changes to tax policy and the regulatory environment in addition to investments.
- Do we have data around the issue of business diversification?
- The causal map focuses on the economic issues that contribute to healthy communities. In your deliberations please also identify other contributing factors, even if they seem out of the bounds of your team's scope. This can help set the hooks for investment in this area by other teams.
- Elaborate more on the strategy of mitigating business cycles--is our goal to prevent them, mitigate them, or dampen their effects?
- The activities of the mobility result area seem to be major contributors to this result area. Please give some thought as to whether these two result areas should be combined.

Improve the Mobility of People, Goods, Information and Energy

- Please elaborate more on the cause and effect relationships in moving people or information through the system. Help us better understand the factors that contribute to these results and what the levers of change might be. (e.g. TDM, land use, etc.)
- Please consider whether there are some measures we could be using today while waiting for the data to be developed for the proposed new indicators.
- Please continue to look at the interdependence of the state, local and federal systems.

Improve the Ability of State Government to Achieve Results Efficiently and Effectively

- Please be sure that accountability for performance is included as a strategy.
- Consider including information as part of logistical support. Information and technology needs are now as basic and crucial to successful performance as a desk, chair or any other logistical element.
- As you select and refine your indicators please consider measures for improved performance, capacity, and citizen satisfaction.
- We would like you modify the human resources strategy of developing management models to developing leadership and management models.

Improve the Safety of People and Property

- Please include more information about the need for vigilance in looking out for dangers.
- Consider modifying the indicator about available equipment to one that better captures whether people know how to use this equipment as well. Recent studies have shown this to be a potential problem. Perhaps something like, the percentage of communities that have a current emergency plan and have practiced it?

- Help us understand more about the types of coordination and information that are required to be successful in this result area.
- Consider indicators that will be ongoing measures of success. Some of these measures seem to be more one-time or project in nature.

Improve the Quality of Washington's Natural Resources

- Please think about the overlaps and redundancies in the regulatory scheme. The Tools for Teams document mentions this; we hope you and other teams will look at it.
- In developing strategies, please look at private sector incentives.

Improve Cultural and Recreational Opportunities Throughout the State

- State Parks parking fee—Do we have any data on how the State Parks parking fee has affected utilization of parks?
- Consider how the implementation of 211 call centers in Washington may be a resource for your strategies.
- Thinking about the connections between this result area and the economic vitality-vital communities piece would benefit both.
- How do we deal with gambling as recreation?

General Comments

- Please use the Tools for Teams list to identify ways to improve service delivery and reduce costs as you work on Tollgate 2.
- As groups are identifying high-level purchase strategies, think about how and where the service should be delivered to best achieve the desired outcome.
 - The state may not be the most effective deliverer of a service.
 - This forum may not be the best place to resolve governance issues between jurisdictions, but it can help us identify how state choices affect local delivery.
 - Revenue changes across levels of government is calling into question the traditional roles and service delivery methods. New approaches and integration of services may be key to delivering results.
 - If your team proposes to purchase activities that would be performed by local government, please identify the types of outcomes the state should expect in return.
- Make sure your causal maps identify all key contributing factors, even if they seem out of the bounds of your team's scope. This can help set the hooks for investment in the result area by other teams.
- Teams should look at the downstream effects of their proposals, assessing consequences both internal and external to their assigned result area.